

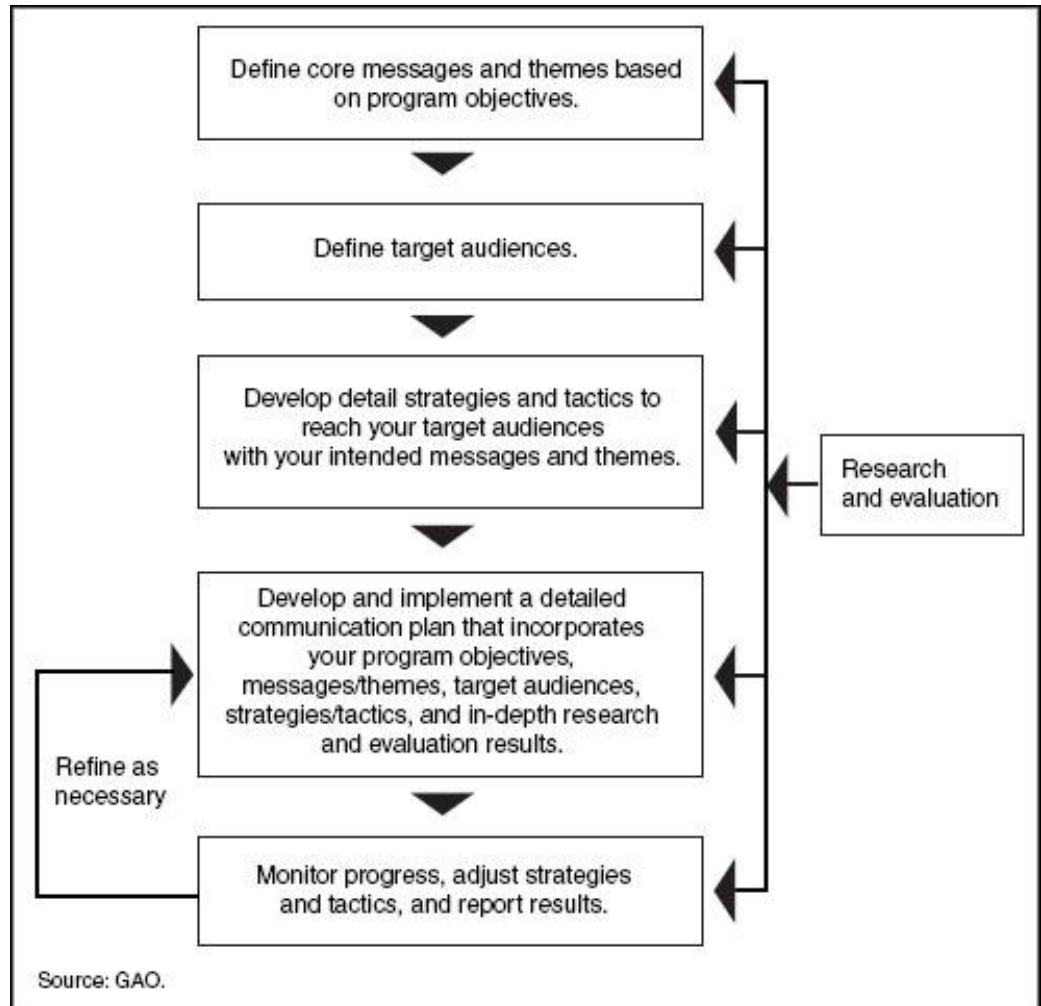
Evaluation And The “Campaign Approach”: Advancing Public Diplomacy’s Impact (APDI)

U.S. Department of State Fourth Annual Conference on
Program Evaluation
June 7-8, 2011
George C. Marshall Center



A New Direction

GAO: “We have recommended that State develop detailed country-level plans that incorporate strategic communication best practices—which we refer to as the ‘campaign-style approach.’”





A New Direction

Ensure that market research becomes a critical component of Public Diplomacy strategy

- **Bolster capabilities to conduct and disseminate market and consumer research that tracks and analyzes important trends in global behavior and opinion.** Enhance and expand Public Diplomacy's organizational capacity for thorough research, analysis, and monitoring of audience opinion....
- **Leverage research and analysis to inform foreign policy formulation and tailor outreach to resonate with target audiences.** Incorporate research...to ensure that chosen methods for engagement and communications reflect a nuanced understanding...and achieve maximum impact....

Evaluation: One Small Piece...

Post-hoc analysis of tactics

Asks: what went right and what went wrong with a given program.

- Participant satisfaction
- Message penetration



Evaluation: A Broader View

Post-hoc analysis of tactics

Asks: what went right and what went wrong with a given program.

- Participant satisfaction
- Message penetration

Post-hoc analysis of strategy

Asks: did we achieve the big goals that the program was designed to achieve?

- Change in attitudes/behaviors



Evaluation: The Full Picture

Ex ante analysis of tactics & strategy

Asks: how do we design programs that achieve our goals?

- Targeting/audience analysis
 - Message testing
- Other market research tools

Post-hoc analysis of tactics

Asks: what went right and what went wrong with a given program?

- Participant satisfaction
- Message penetration

Post-hoc analysis of strategy

Asks: did we achieve the big goals that the program was designed to achieve?

- Change in attitudes/behaviors



Evaluation: A Balanced Approach

Most EMU work had fallen in the blue box.

Some EMU work had fallen in the green box.

More EMU work needed to fall in the red box.

**Ex ante
analysis of
tactics &
strategy**

**Post-hoc
analysis of
tactics**

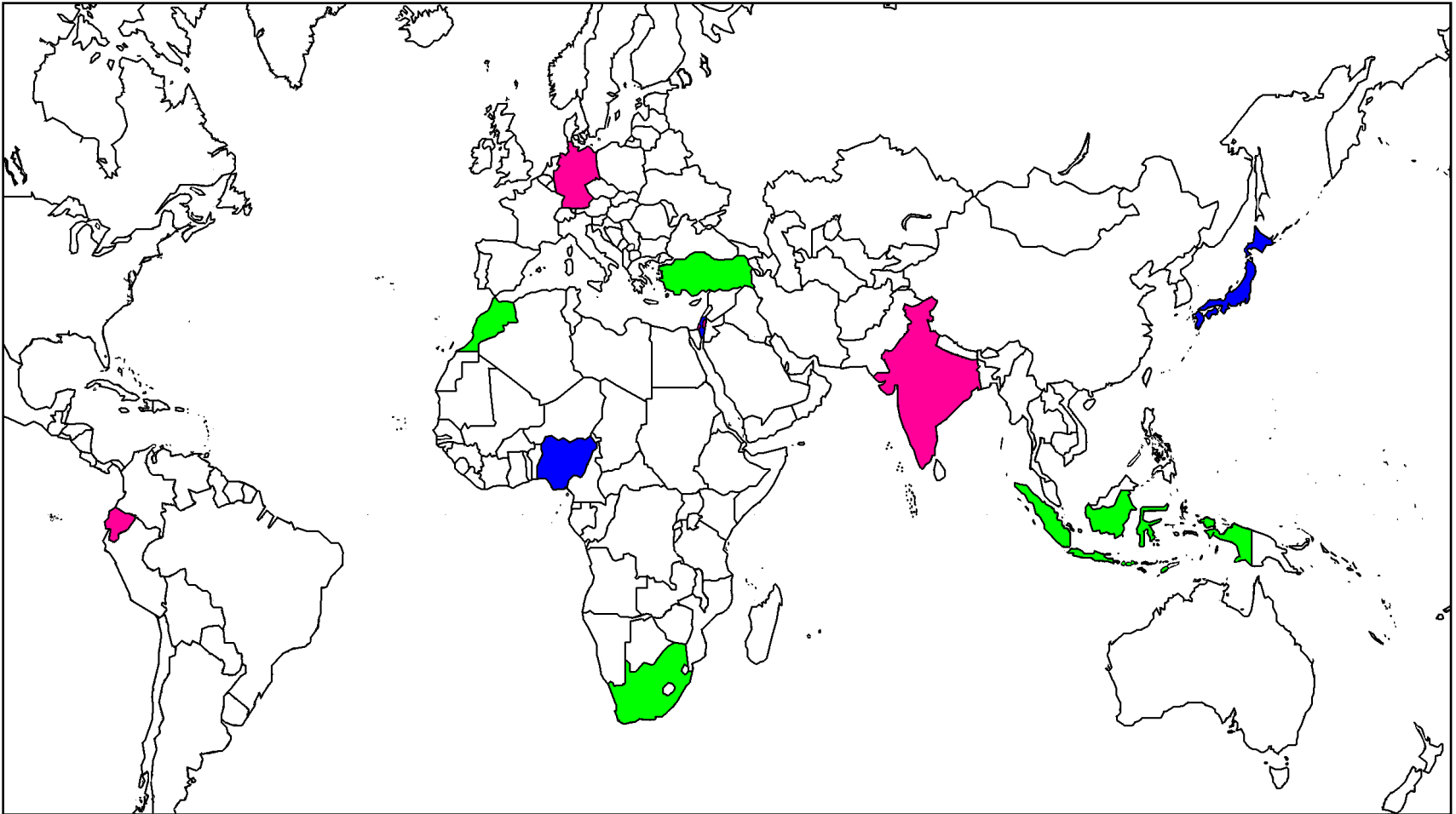
**Post-hoc
analysis of
strategy**



APDI 2007-9: Goals

- To measure the impact and influence of U.S. public diplomacy activities on key foreign audiences
- To provide key stakeholders with reliable, quantifiable information data on the effectiveness of PD programming

APDI 2007-9: Scope





APDI 2007-9: Methodology

- Surveys and focus groups conducted among two independent samples
 - PD participants: lists provided by embassies
 - PD nonparticipants: matched to participants on other characteristics, drawn from general population



APDI 2007-9: Methodology

- Survey questions are recombined into various Outcome Performance Measures
- When appropriate, participant and nonparticipant scores on each Outcome Performance Measure are compared

10 Outcome Performance Measures

- Reduction in anti-American sentiment
- Increased understanding of U.S. policies, society, and values
- Increased understanding of and favorability toward specific U.S. policies, aspects of U.S. society, and U.S. values after using/attending PD products or events on that subject
- Incorporation of U.S.-sponsored information materials into key local institutions
- Increased participant satisfaction with PD

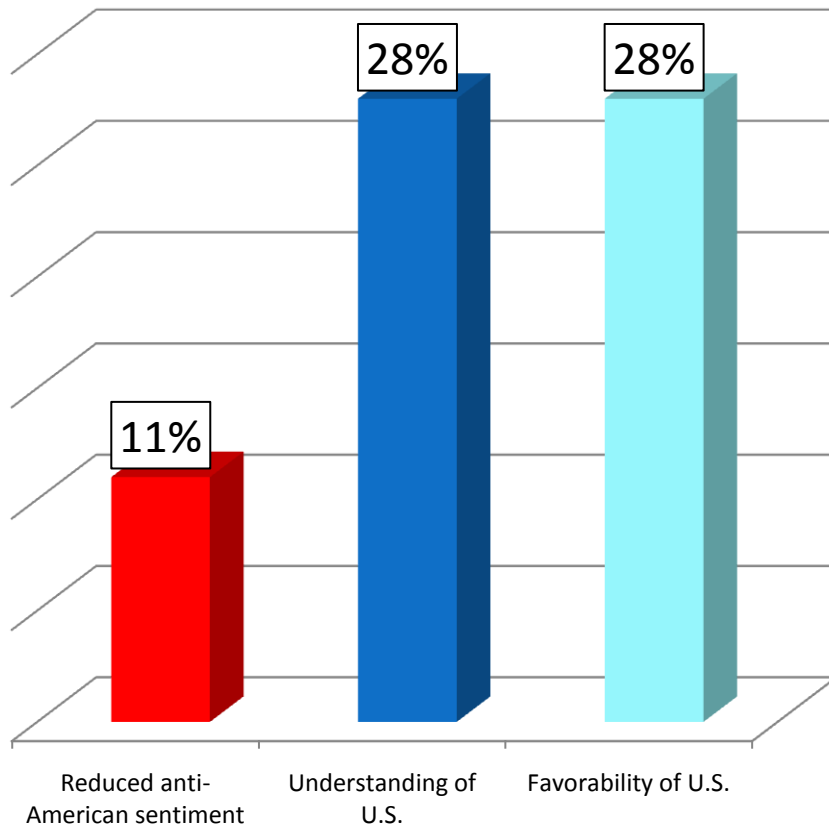


10 Outcome Performance Measures

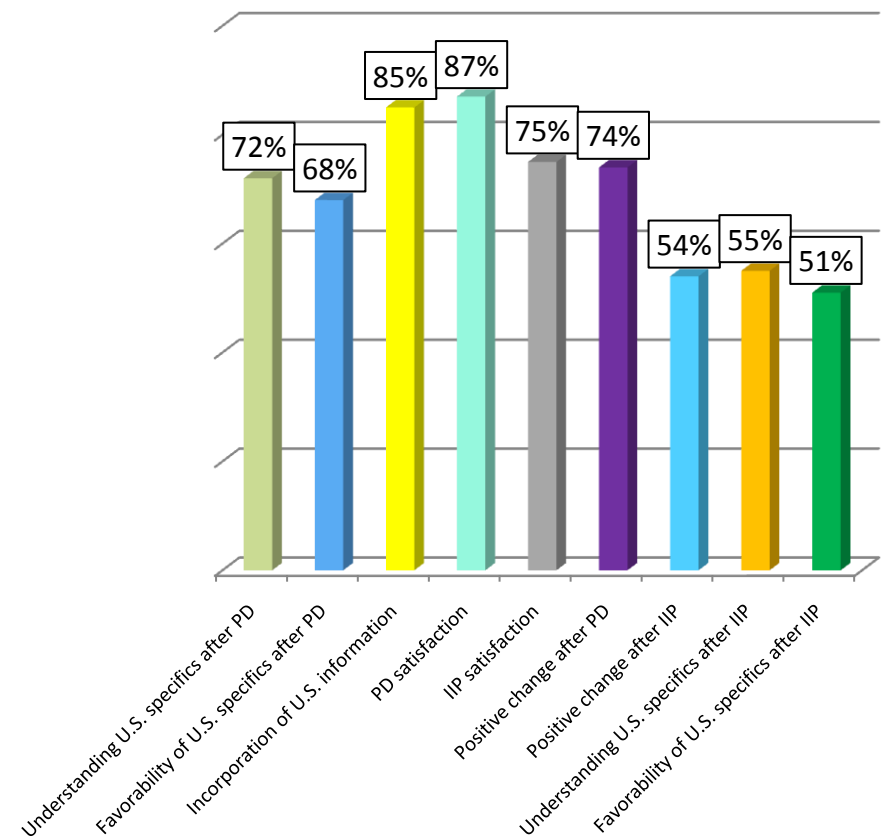
- Increased user satisfaction with IIP publications
- Initiation of positive change to local organizations or communities by PD participants
- Initiation of positive change to local organizations or communities by IIP audiences
- Increased favorability rating of U.S. policies, society, and values
- Increased understanding of and favorability toward specific U.S. policies, aspects of U.S. society, and U.S. values after using/attending IIP products or events on those subjects

Outcome Performance Measures Results (2009)

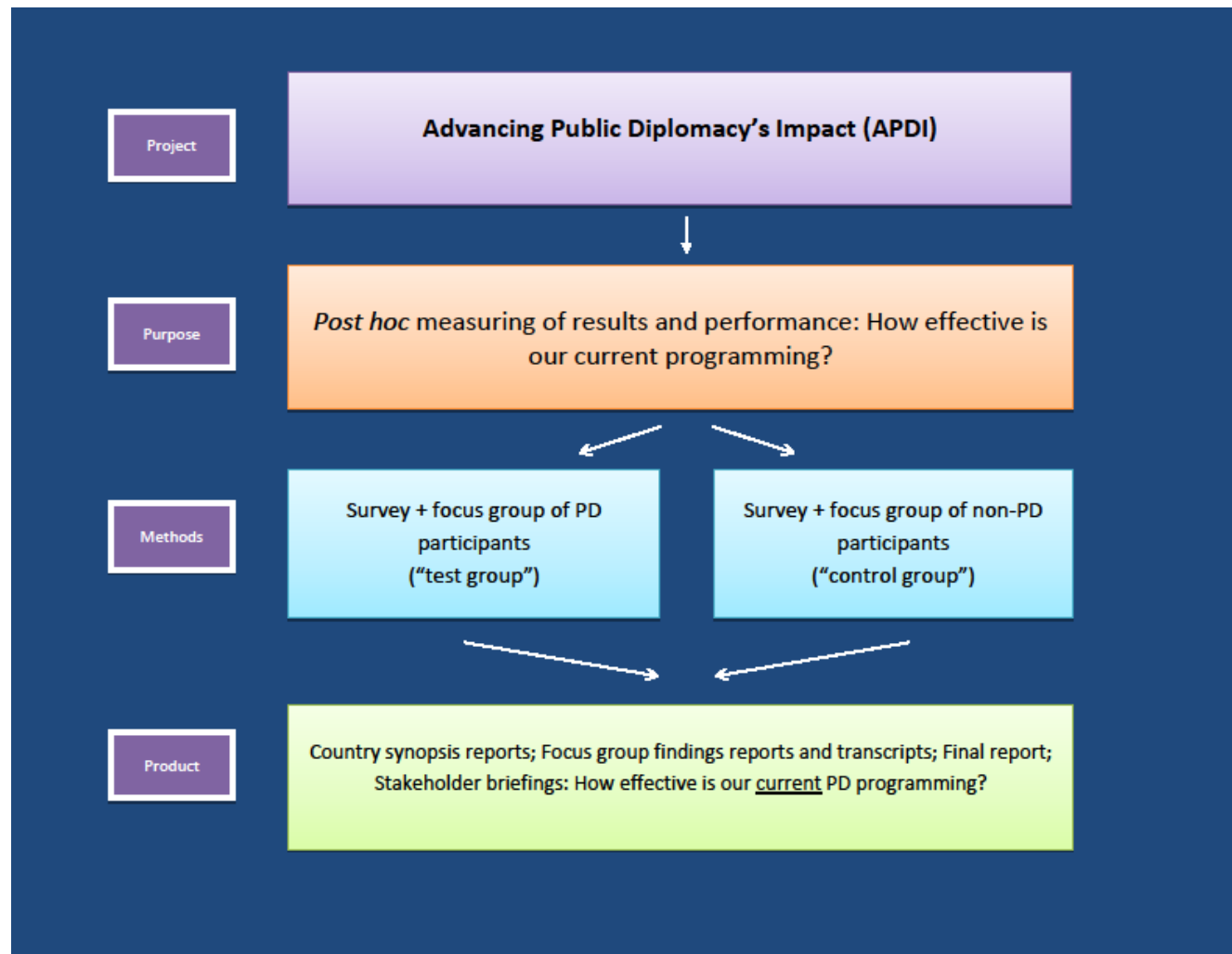
- Measured as participants' score minus nonparticipants' score



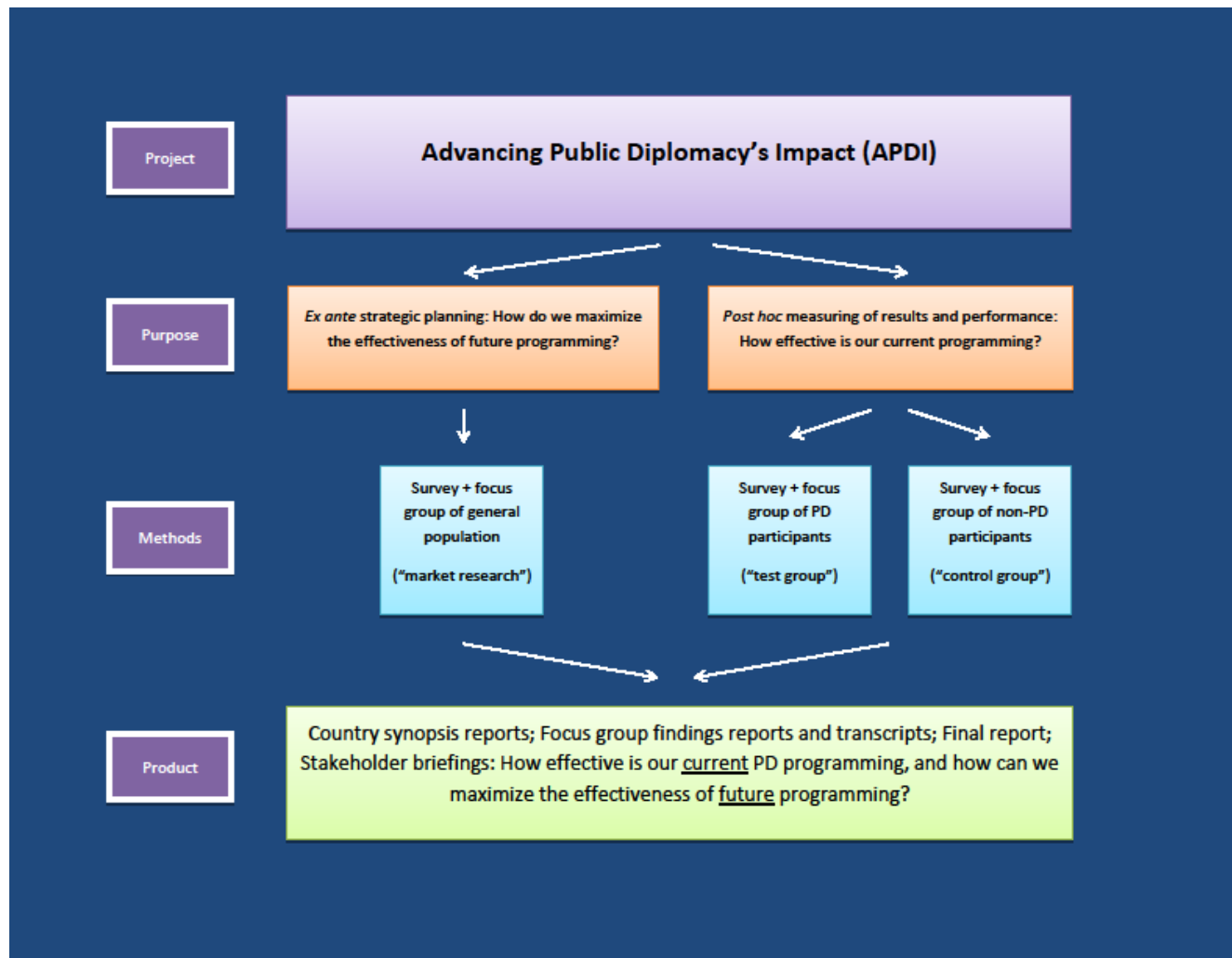
- Measured as participants' score only



APDI 2007-9: Methodology



APDI 2011: Methodology





APDI 2011: Methodology

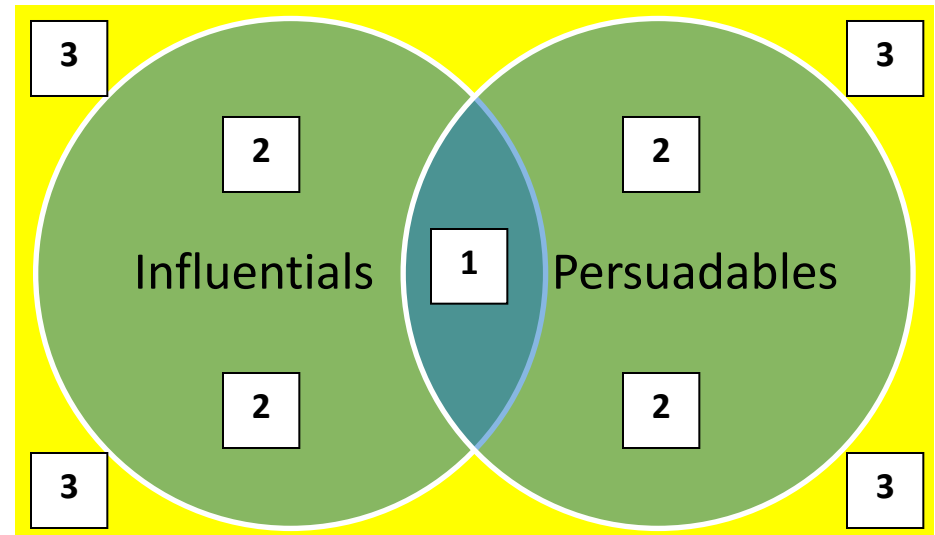
- General population surveys and focus group
 - Audience segmentation analysis
(discriminant function analysis; cluster analysis; etc.)
 - Linking targets, message, programming, and capacity

Examples of Analysis

- *Persuadable audiences.* Audiences who are more likely than the population as a whole to be receptive to PD programming. Their views of the U.S. are the most malleable, their thinking the most likely to be shaped by PD.
- *Influential audiences.* Audiences who will share their PD experience with their colleagues and associates, spreading our own message for us, more so than the population as a whole.

For any given country:

- 1 = Highest priority targets
- 2 = Secondary targets
- 3 = Not targets





Examples of Analysis

% in *Country X* who are persuadable/influential – sample data

	All <u>X</u> %	<u>Male</u> %	<u>Female</u> %	<u>Youth</u> %	Non- <u>youth</u> %
Persuadable	48	44	57	61	45
Not persuadable	52	56	43	39	54

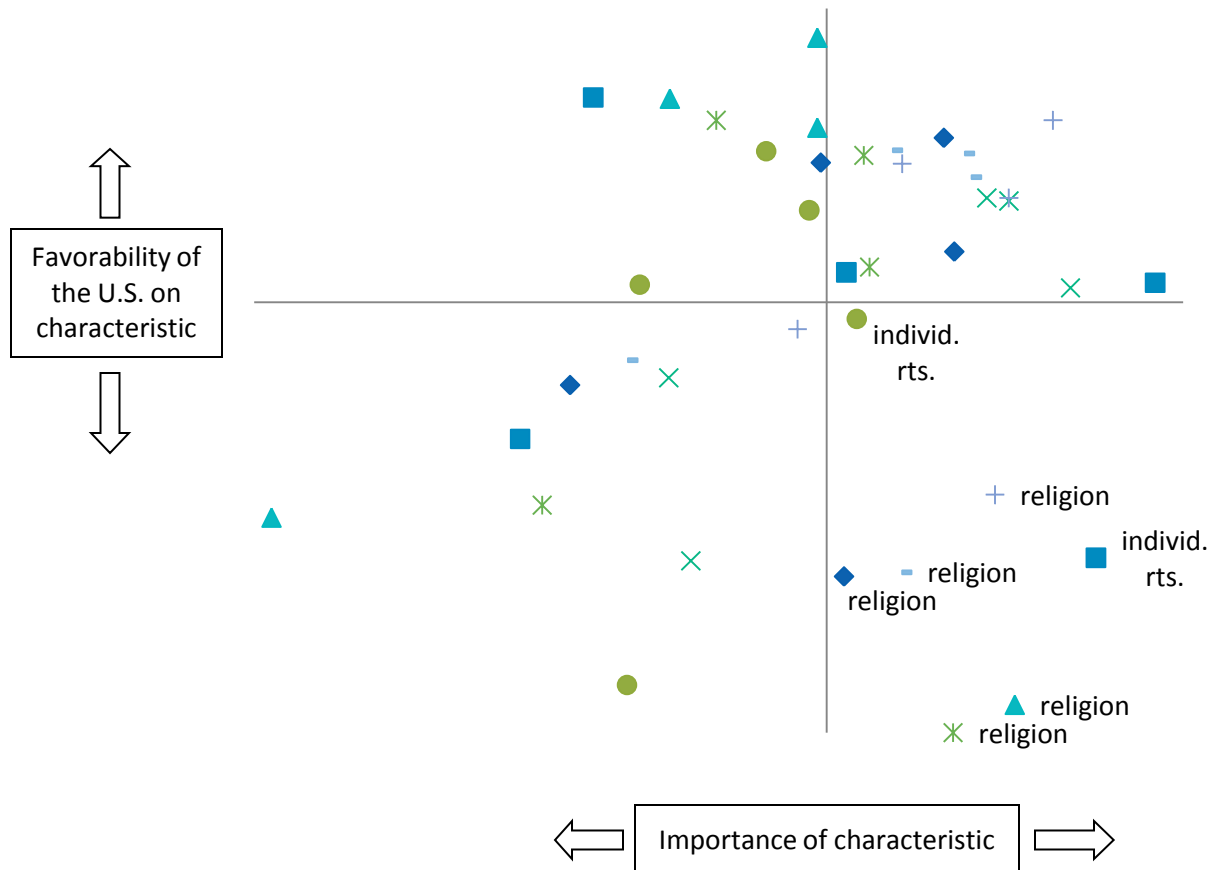
Youth are highest
priority targets
(both persuadable
and influencers).

Women are
secondary targets
(persuadable, not
influencers)

Other subgroups
are not targets

	All <u>X</u> %	<u>Male</u> %	<u>Female</u> %	<u>Youth</u> %	Non- <u>youth</u> %
Influential	27	26	30	50	25
Not influential	73	74	70	50	75

Examples of Analysis



Best
messages lie
in the bottom
right
quadrant:
high
importance,
but low
favorability



Contact Information

- Josh Miller, Social Science Analyst
 - Email: MillerJL4@state.gov
 - Phone: 202-632-3251
- Intranet link: <http://pdpms.state.gov>